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Country programme document for Montenegro (2017-2021)

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I. Programme rationale

1. Since independence in 2006, Montenegro has undertaken extensive reforms to build a strong parliamentary democracy and market economy. Accession to the European Union (EU) is a top economic and political priority and a principal driver of development and reform. Montenegro started accession negotiations in June 2012 and is advancing well, with 22 of the 35 negotiating chapters open. The process requires screening in each policy field, agreement on opening benchmarks, and detailing strategies and action plans to facilitate compliance with all EU directives covering key areas of development.

2. Montenegro has a population of 600,000 people. With a gross domestic product (GDP) of $6,250[1] per capita, it is an upper-middle-income country, transitioning to the status of net contributing country to the United Nations. Despite two recessions, in 2009 and 2012, the country has experienced stable economic growth, led principally by foreign direct investment amounting to 13 per cent of GDP.[2] Poverty rates in Montenegro increased from 4.9 per cent in 2008 to 11.3 per cent in 2012[3] and decreased back to 8.6 per cent[4] in 2013, mirroring global and regional economic shocks.

3. Strong economic growth is forecast to continue in 2016, at over 4 per cent, albeit with a budget deficit reaching 80 per cent of GDP[5] (2016-2018), raising concerns over macroeconomic stability. Issues of inequality,[6] unemployment (especially among young people) and regional economic disparities persist. While unemployment is relatively low in the coastal region at 7.8 per cent, it is nearly five times higher in the northern region (37.3 per cent).[7]

4. The most vulnerable people, such as young people, women, elderly people, persons with disabilities and Roma people, have not felt the full benefits of economic growth[8] due mainly to the concentration of investment in the coastal region and a mismatch in labour demand and skills. Coverage of social protection services is uneven and not well targeted. Access to quality standardized public services across the country still needs to be ensured through a national monitoring and compliance system.[9]

5. Montenegro's economy suffers from low competitiveness, especially in the industrial and agricultural sectors.[10] The National Human Development Report 2016 found that every third person is working in the informal sector. This especially affects women and young people, who are often employed in 'undeclared work' in the agriculture, tourism and construction sectors.[11] Youth unemployment (15-24 years old) remains high at 35.8 per cent,[12] and of those employed, 54 per cent work in the informal economy.[13] Some vulnerable groups, such as Roma populations, have very low employment rates.[14]

6. The EU accession process determines the new legal and institutional frameworks to be adopted, but laws and policies have not always been developed in an inclusive and evidence-based manner and with adequate mechanisms to ensure change takes place. The pace of reform across sectors has also been uneven. The public administration reform agenda, which is a high priority, lacks coherence and alignment in the key strategic reform documents.[15] Similarly, the process of

[1] MONSTAT statement 2015, http://www.monstat.org/eng/novosti.php?id=1796.
[2] Economic Reforms Programme 2016-2018.
[3] United Nations Montenegro Country Analysis, 2015.
[4] Montenegro Statistical Office (MONSTAT), 2015.
[5] IMF Montenegro Financial System Assessment, 2016.
[6] Gini Coefficient is 28.6 (2011-2015) (http://data.worldbank.org/indicator/SI.POV.GINI?page=1).
[7] Labour Force Survey, MONSTAT 2015.
[8] Economic growth was 3.5% in 2013, 1.8% in 2014 and 4.1% in 2015 (www.imf.org/external/np/sec/pr/2016/pr1695.htm).
[9] EU Progress Report 2015.
[10] EU progress report 2015.
[11] Employment and Social Reform Programme (ESRP) 2015-2020.
[12] Labour Force Survey, MONSTAT 2015.
[13] 2016 National Human Development Report on informal economy, UNDP.
[14] EC Indicative Strategy Paper 2014-2020.
[15] Public Administration Strategy 2016-2020.

decentralization remains incomplete; despite the devolution of significant competencies, local governments lack the resources and capacity to effectively fulfil their new roles. Over time, both central and local governments will need to increase their capacity to fully benefit from EU instruments for pre-accession funding.

7. Gender equality is enshrined in legislation and supported by the Government, but barriers such as patriarchal attitudes and norms remain, impeding wholesale implementation.[16] Women are underrepresented in economic and political decision-making, which further deepens gender inequalities. Women head only 4 out of 15 ministries and represent 17 per cent of the National Parliament. Out of 23 municipalities, only 3 have local assemblies chaired by a woman, and only 1 has a female mayor. Gender-based violence remains a concern, with every third woman likely to experience some form of violence.[17] However, the low number of women seeking assistance[18] indicates significant underreporting and weak capacity to deliver the multisectoral response necessary.

8. Progress on strengthening the rule of law, particularly chapters 23 and 24 in the Acquis Communautaire, is a key condition for EU accession. Public confidence in the judiciary remains low. Compared to the executive and legislative branches, the judicial branch has limited capacity, financial resources and independence. Legislation to increase its independence and professionalism is in place but is not fully applied in practice.[19] Montenegro has ratified all major international human rights conventions and has since provided regular reports on their implementation. However, challenges remain with regard to discrimination and exclusion of people with disabilities, Roma people and lesbian, gay, bisexual, transgender and intersexual people.

9. Montenegro has made a firm commitment to promote green growth and the 'eco-state' concept.[20] Over the past decade the country has made important steps to align its legal and policy frameworks with international environmental norms and standards, but challenges persist in implementation. These include lack of the administrative capacities and financial resources to effectively regulate urban development and implement environmental regulations; lack of systematic integration of environmental, climate and disaster management practices in all sectors; and an underdeveloped waste management and water quality monitoring system. The public perceives that environmental conditions are rapidly declining, with particular concerns about pollution and the exploitation of natural resources.[21]

10. Evaluations confirm that UNDP was a key government partner in the 2012-2016 country programme cycle and successfully contributed to addressing many of the challenges mentioned. UNDP has gained recognition nationally and internationally for using innovation to enhance transparency and social protection and to promote sustainable practices. The impact of UNDP activities has been maximized through effective partnerships with the Government, donors and other United Nations partners under the Delivering as One framework. Montenegro is a 'self-starter' Delivering as One country, and the United Nations has avoided overlaps and made use of combined resources, knowledge and advocacy.[22]

11. UNDP has been recognized for its contribution in promoting gender equality.[23] Its long-standing efforts to address domestic violence resulted in improved legal and policy frameworks, establishment of multidisciplinary coordination mechanisms, and increased reporting of domestic violence cases.[24] Representation of women in local assemblies also increased from 5 per cent to 26

[16] Concluding Observations of the 50th session of the Committee on the Elimination of Discrimination against Women, October 2011.
[17] UNDP survey on violence in family 2012.
[18] Number of reported cases in 2014 was 1,347 (SOS Helpline).
[19] EU Progress Report for Montenegro, 2015.
[20] Montenegro Constitution, Parliament of Montenegro, 2006.
[21] Report on National Post-2015 consultations, United Nations Montenegro, 2013.
[22] 2012-2016 UNDAF External Evaluation, June 2015.
[23] Menon-Sen, K, 'Gender Equality Seal Mission Report', December 2015.
[24] From the UNDP-supported introduction of SOS Helpline in September 2015 until March 2016, the number of reported cases increased by 50%.

per cent in the period from 2010 to 2014 due to extensive UNDP work with parliamentary political parties.

12. UNDP provided critical support to the Government in building transparent institutions, including in the framework of Montenegro's commitment under the Open Government Partnership Initiative. In 2015, UNDP's 'Be Responsible' project received an Open Government Award for including citizens in the decision-making process. It was also recognized by the United States Association of Government Communication Officers as a leader in mobile communications. Cetinje was named as one of the 10 sustainable cities worldwide at the 2014 United Nations General Assembly, mainly due to energy efficiency measures implemented with UNDP support.

13. Lastly, UNDP's advice and support helped to better align the legislative and policy frameworks with EU standards and strengthen the capacities of national counterparts. To strengthen the judicial system, a reform strategy and action plan (2014-2018) was prepared with the Government. In the area of economic reforms, UNDP helped the Government in creating a new investment framework. Through the Centre for Sustainable Development UNDP facilitated the creation of new nature parks, leading to an increase in protected areas from 9 per cent to 12.8 per cent of the country's territory.

14. Jointly with the United Nations Children's Fund, UNDP addressed issues of social exclusion and supported improvements in the normative framework, development of local social inclusion plans in all 23 municipalities, and implementation of the integrated social welfare information system, which covers social assistance to 35,000 beneficiaries nationwide. Jointly with the United Nations High Commissioner for Refugees, UNDP contributed to resolving the legal status of Roma and displaced people, a root cause for the exclusion of 10 per cent of this population. Throughout the country programme period, UNDP has benefited from East-East cooperation, drawing particularly on technical expertise from countries that progressed successfully to EU accession and have a common language and legacy. Consultations with the Government and other partners confirm the continued relevance of UNDP's contribution to EU accession and the 2030 Agenda.

II. Programme priorities and partnerships

15. The results achieved and lessons learned in the previous cycle provide a solid foundation for UNDP's work in the 2017-2021 period. The objectives and proposed outcomes of this country programme are informed by the 2030 Agenda and aligned with relevant Sustainable Development Goals (SDGs). Priorities reflect the results of national post-2015 consultations.[25] They are aligned with the UNDP Strategic Plan goals 1, 2, 3 and 4 and the United Nations Development Assistance Framework (UNDAF). The priorities have themselves been reviewed through two consultations. The proposed country programme complements the priorities of UNDP's regional programme for Europe and the Commonwealth of Independent States (2014-2017).

16. Lessons learned from implementation of the previous country programme highlight the importance of: (a) promoting sustainable patterns of growth and human development principles in the context of the EU accession; (b) awareness-raising, capacity-building, monitoring and evaluation to ensure successful scaling up of interventions so they benefit all citizens, especially vulnerable groups; and (c) information and communication technologies (ICTs), open data and social media as an effective vehicle to enhance reform processes and make them more participatory, transparent and accountable. In line with the evaluation of the country programme, UNDP has built these lessons into the new programming cycle.

17. During the period 2017-2021, UNDP will support the Government in advancing the National Sustainable Development Strategy, adapting the SDGs to the national context and implementing them, and supporting EU accession priorities. UNDP will work closely with central and local government, civil society and United Nations agencies. Through targeting it will reinforce results

[25] More than 12,000 citizens participated in two rounds of post-2015 consultations.

across the UNDAF priority areas of democratic governance, environmental sustainability, social inclusion and economic development.

18. ***Democratic governance:*** Through working partnerships with the EU and the Government, UNDP will continue to address capacity gaps and rule of law challenges to strengthen effectiveness, transparency and accountability of democratic institutions and processes. East-East cooperation opportunities in these areas will be pursued specifically though expert support from new EU member countries. UNDP will scale up highly successful and innovative models for citizen participation to facilitate broader civic engagement. Expert policy and capacity-building support will be provided to reform the judiciary sector, including in relation to access to justice and legal aid; action plans for EU accession chapters 23 and 24; reform of public administration; and the Strategy for the Control of Small Arms and Light Weapons. Further support will be provided in the security area though demilitarization and weapons control work.[26] .

19. E-governance models will be introduced or enhanced in public administration, and the judiciary will focus on improving public service delivery, especially for poor and excluded communities. UNDP will use its convening power and advocacy capacity to continue to support citizen networks and independent institutions of marginalized groups and those facing discrimination to exercise their human rights. At the local level, UNDP will support development of capacities of local self-governments and municipal managers as well as cooperation between municipalities and strong citizen engagement. UNDP will support further advancement of gender equality in Parliament through work with political parties, women parliamentarians and women's caucuses at central and local level.

20. ***Environmental sustainability:*** To ensure that the people of Montenegro benefit from sustainable management of natural resources and effective government approaches in combating climate change and disaster risk reduction, UNDP will focus on five priority areas: (a) ensuring climate change targets and environmental protection measures are integrated into national policies and planning; (b) reducing emissions of carbon dioxide; (c) supporting integrated waste management; (d) aiding management and conservation of ecosystems; and (e) improving capacities and awareness for resilience to disasters. Through the Centre for Sustainable Development, UNDP will support the transition to low-carbon development through investments in green businesses and jobs, aiming to create better employment opportunities for all. Use of innovative, environmentally friendly and sustainable urban planning is proposed to address the issue of illegal settlements. National awareness of environmental issues will be increased through preparations of National Communications for Global Reporting and a range of education and awareness-raising measures supported through global environmental funds. A specific emphasis will be made on addressing environmental protection in partnership with the EU under negotiations on chapter 27.

21. ***Social inclusion:*** Together with the Government and other United Nations agencies, UNDP will ensure that the ongoing social sector reform empowers socially excluded groups and improves the quality of social services for populations suffering multiple deprivations. Support for reform and decentralization will concentrate on strengthening capacities of community service providers and introducing and scaling up innovative social services. The normative framework will be improved to ensure consistent provision of quality social services across the country, informed by human rights principles and contributing to reducing inequalities and discrimination. A case management system will be fully introduced.

22. With the application of cutting-edge ICT solutions and improved information technology infrastructure, the integrated social welfare information system will be further enhanced to enable community services providers to link with the social welfare system and cash transfers. The goal is to improve targeting of men and women beneficiaries and reduce exclusion errors. Together with other United Nations agencies and local public institutions, UNDP will improve multidisciplinary support to women victims of violence, including through raising awareness and strengthening protection mechanisms.

[26] The Montenegro Demilitarization Programme and Small Arms and Light Weapons Programme.

23. ***Economic development***: UNDP will support the Government in implementing economic reforms; improving the regulatory framework and business climate to encourage sustainable investments and improved competitiveness; and reducing regional inequalities. This will focus on the green economy, promoting low-carbon economic investments, green businesses and green jobs. Support to economic development will be continued through: (a) technical advice in advancing economic reforms; (b) advocacy and policy advice for development of micro, small and medium sized enterprises (SMEs); (c) promotion of local SME cluster development; (d) creation of an enabling environment for women's entrepreneurial development; and (e) stronger partnerships with the private sector. Local capacities will be strengthened for developing and managing national/municipal business zones. Job creation will remain one of UNDP's priorities, especially in terms of raising the employability of vulnerable groups through social assistance and promoting better employment opportunities and skills development for Roma, youth and people suffering from long-term unemployment. UNDP will support the gradual transition of informal economic activities into the regular economy.

24. Human rights and gender equality will underpin all programme areas, with particular attention on implementation of the commitments on the Convention on the Elimination of All Forms of Discrimination against Women under Security Council resolution 1325. Indicators and targets will be disaggregated by sex wherever possible. Attention will be paid to enhancing development opportunities for women, especially those living in underdeveloped areas and facing economic dependency and family violence.

25. While maintaining a country-wide focus, particular attention will be paid to the less developed northern region. The programme will target groups facing social exclusion or vulnerability, such as unemployed youth and women; elderly people; persons with disabilities; the Roma community; and lesbian, gay, bisexual, transgender and intersexual individuals.

26. Implementation of the new five-year country programme will rely on strong partnerships and financial commitment from the Government to take forward joint programming arrangements. UNDP will ensure efficient use of available resources through emphasis on:

(a) Brokering global and regional experience-sharing through South-South, East-East and triangular cooperation and peer-to peer exchange on innovation. UNDP will seek to promote benefits from East-East transfers of knowledge and expertise from countries that have progressed in EU accession reform;

(b) Introducing innovative and cost-effective models that apply user-friendly IT solutions accessible to all citizens, including the most marginalized;

(c) Using knowledge products and resources (such as national human development reports, research, studies) to generate a nationwide, inclusive policy dialogue and extend knowledge within the region;

(d) Strengthening capacities of joint Government-UNDP programmes such as the Centre for Sustainable Development for Agenda 2030 and the National Sustainable Development Strategy. The Government and UNDP will continue working together on strengthening the Centre's regional profile through exchange of best practices and regional events that demonstrate the complementarities between the EU and SDG agendas;

(e) Promoting effective models of local economic development and sustainable management of protected areas in the northern region to reduce regional inequalities and optimize resource utilization.

27. Building on successful Delivering as One mechanisms and the expertise of United Nations partners, UNDP will ensure that activities of the United Nations system in Montenegro are well coordinated and complementary. Innovative mechanisms in joint programming and information exchange will be promoted and used. Building strong partnerships with the national government, local self-government and civil society will be key to successful programme implementation

III. Programme and risk management

28. Modalities for programme and project implementation will be agreed upon with country authorities, reflecting needs and project-related circumstances. The transition from a predominantly direct implementation modality (DIM) context will be realized by building the institutional capacities of the Centre for Sustainable Development with the aim to gradually transfer the Centre's portfolio to national implementation modality (NIM). When using NIM, UNDP will conduct micro assessments (using the harmonized approach to cash transfers) of potential implementing partners' ability to manage resources. Projects supported by vertical funds such as the Global Environment Facility and Green Climate Fund will use the DIM, as will previously approved projects. In the case of both NIM and DIM implementation and as per Executive Board decision DP/2-013/32, cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

29. UNDP will have to manage two main risks:

(a) Further reductions in core resources and the limited presence of international donors, which may affect programme sustainability. UNDP has reached an agreement with the Government on annual allocations of 'seed resources' for programme support in the period 2014-2020. UNDP will prioritize and pursue with the Government cost-sharing opportunities and active involvement with EU instruments for pre-accession programming. Additional risk management strategies include regular reviews of the UNDP financial sustainability plan; developing long-term government partnership and resource mobilization strategies; monitoring programme results for efficiency gains; and pursuing direct project costing. UNDP will maintain financial prudence and seek cost efficiencies to be prepared for potential shocks. Staffing was reduced in the previous country programme cycle, but additional cost-saving measures will be explored.

(b) The government's challenge in balancing the agenda of EU accession and other international obligations such as the Universal Periodic Review, the climate change agreement and in particular Agenda 2030. Meeting these obligations will require substantial resources and policy coherence. To mitigate this risk, UNDP will support the Government in nationalizing the new global priorities and aligning the development objectives.

IV. Monitoring and evaluation

30. Outcome and output indicators have been carefully selected to ensure that they can be monitored regularly. Some baseline data and targets will be finalized in 2016 and 2017, in consultation with the national partners.

31. To ensure that programmatic decisions, monitoring and reporting are evidence based, UNDP will rely on high-quality and timely data disaggregated by sex and age. The capacities of the Statistical Institute will be strengthened in producing and disseminating a growing variety of data that meet user needs and inform decision-making. In addition, capacities of partners in using statistics and other information sources in policy and programme development will be strengthened, with particular focus on the SDGs.

32. UNDP will continue to prioritize outcome and programme monitoring and evaluation in order to maximize programme results and address challenges and opportunities effectively. UNDP will promote new tools of information gathering and analysis such as 'open data' collection, social media and citizen reporting. Projects will be required to develop monitoring and evaluation frameworks through an inclusive process and to regularly monitor activities. The monitoring and evaluation mechanisms will be carried out through Delivering as One, under the 2017-2021 UNDAF.

Annex. Results and resources framework for Montenegro (2017-2021)

NATIONAL PRIORITY OR GOAL: Related to SDG 16 – Peace, justice and institutions				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP: 1. By 2021, accountable, transparent and effective judiciary, public administration at central and local level, Parliament and independent institutions ensure security, development, equal access to justice and quality public services for all people, focusing on enhancing human rights.				
RELATED STRATEGIC PLAN OUTCOME (Strategic Plan 2014-2017): Outcome 2: Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.				
UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	**DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES**	**INDICATIVE COUNTRY PROGRAMME OUTPUTS**	**MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS**	**INDICATIVE RESOURCES BY OUTCOME ($)**
1. Worldwide governance indicators **Baseline (2014)** Voice and accountability: 0.18 Political stability/absence of violence: 0.24 Government effectiveness: 0.28 Regulatory quality: 0.12 Rule of law: 0.07 Control of corruption: -0.01 **Target (2021)** Voice and accountability: 0.30 Political stability/absence of violence: 0.60 Government effectiveness: 0.40 Regulatory quality: 0.35 Rule of law: 0.25 Control of corruption: 0.15 **2. Democracy index** **Baseline (2014):** 5.94 / 10 **Target (2021):** 7.0 / 10 **4. Level of preparedness of Montenegro to apply the Acquis and European standards in the areas covered by negotiation chapters 23 and 24**	European Commission UNDP, World Bank, Government of Montenegro	**Output 1.1:** Efficiency and transparency of judiciary improved through introduction of integrated judicial IT system **Indicator 1.1.1:** Functional and efficient judicial information system in place **Baseline 2015**: No **Target 2021**: Yes **Means of verification:** Ministry of Justice reports **Output 1.2**: Enhanced citizen participation in creation, monitoring and implementation of policies through innovative models for citizen engagement and open data use **Indicator 1.2.1:** Number of demonstration projects scaled up by national partners **Baseline** 2015: 2 ('Be Responsible' and 'Open Ideas for Montenegro') **Target 2021:** 2 additional innovative projects **Means of verification:** Open Government Partnership report **Output 1.3:** Access to and availability and delivery of state services enhanced through the use of ICT **Indicator 1.3.1**: Number of e-services **Baseline** 2015: 129 **Target** 2021: 15 additional **Means of verification:** Ministry of Information Society reports **Indicator 1.3.2**: Improving government effectiveness in public service delivery **Baseline** 2015: 0.28 **Target** 2021: 0.4 **Means of verification:** World Bank governance indicators	Prime Minister's Cabinet, Ministries of Defence, Justice, Interior, Human Rights and Minorities, Sustainable Development and Tourism, Finance, Foreign Affairs and European Integration, Information Society and Telecommunications, and Economy. Also, local authorities, political parties, academia, Parliament, Judicial Council / courts, Prosecutorial Council / state prosecution offices, Judicial Training Centre, Centre for Mediation, Centre for Trainings, NGOs, ombudsman and other human rights institutions.	**Regular: 244,000** **Other ; 4,456,000**

Baseline (2015) Chapter 23: Moderately prepared (3) Chapter 24: Moderately prepared (3) **Target (2021)** Chapter 23: Good level of preparation (4) Chapter 24: Good level of preparation (4) **6. Percentage of SDGs nationalized** **Baseline (2015):** 0 **Target (2021):** 50%; National Strategy for Sustainable Development reporting and monitoring system is functional;		**Output 1.4:** Enhanced national capacities in managing destruction and storage of weapons and ammunition **Indicator 1.4.1:** Obsolete ammunition is destroyed **Baseline**: 1600 tonnes destroyed (2015) **Target**: Additional 300 tonnes destroyed by 2021 **Means of verification:** Ministry of Defence reports		
NATIONAL PRIORITY OR GOAL: Related to SDGs 7, 11, 12, 13,15				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP: 2. By 2021, people of Montenegro benefit from sustainable management of natural resources, combating climate change and disaster risk reduction.				
RELATED STRATEGIC PLAN OUTCOME (Strategic Plan 2014-2017): Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for poor and excluded people.				
Indicator 1: Percentage of legislation related to environment and climate change in line with EU Acquis **Baseline (2015):** 60% **Target (2021):** 100%	EU progress reports Report to United Nations Framework Convention on Climate Change, Environmental Protection Agency reports MONSTAT	**Output 2.1:** Climate change and environment targets integrated into national policies, strategies and planning **Indicator 2.1.1:** Number of reports adopted and sent to relevant bodies in charge of international conventions **Baseline** (2015): 3 **Target** (2021): 6 **Indicator 2.1.2:** Number of spatial/urban plans developed with UNDP support that integrate low carbon development features **Baseline** (2015): 0 **Target** (2021): 2 **Means of verification**: EU progress reports, annual reports of Ministry for Sustainable Development and Tourism	Universities in Montenegro and the Academy of Science; NGOs; Man and Biosphere National Committee; Parliament; Prime Minister's Cabinet; National Council for Sustainable Development, Climate Change and Integrated Coastal Zone Management; media, the business sector and academia	**Regular:** **244,000** **Other:** **18,806,000**
Indicator 2: Percentage decrease in annual emissions of greenhouse gases **Baseline (1990):** 5,239 kilotons **Target (2021):** Decrease by minimum of 10% (4,715 kilotons)	National Communication Report to United Nations Framework Convention on Climate Change, UNDP, Statistics Institute	**Output 2.2:** Annual emissions of carbon dioxide decreased in tourism sector **Indicator 2.2.1**: Emissions from tourism sector do not exceed 2013 threshold. **Baseline** (2013): 70ktCO2 eq **Target** (2018): < 70 ktCO2eq **Indicator 2.2.2**: Number of public spaces and buildings with improved level of energy efficiency in target municipalities **Baseline** (2015): 4 public spaces / 3 buildings **Target** (2021): 10 public spaces / 5 buildings	Universities and the Academy of Science; NGOs, Ministries of Economy, Finance and Sustainable Development; National Tourist Organization; Man and Biosphere National Committee; Parliament; Prime Minister's Cabinet, National Council for	

		Means of verification: National report (Government)	Sustainable Development, Climate Change and Integrated Coastal Zone Management, media, and the business sector	
Indicator 3: Rate of implementation of all components of national waste management action plan[27] **Baseline (2015):** 0% **Target (2021):** 100%	Annual report of Ministry for Sustainable Development and Tourism	**Output 2.3:** Improved management of chemicals and all wastes throughout their life cycle; reduction of waste release to air, water and soil **Indicator 2. 3.1:** Tonnes of PCB waste and equipment containing PCBs identified and phased out **Baseline** (2015): 0 **Target** (2021): 700 tonnes **Indicator 2.3.2**: Tonnes of soil in sites where PCB-contaminated equipment had been operated or maintained that are identified and phased out **Baseline** (2015): 0 **Target** (2021): 200 **Indicator 2.3.3:** Mercury assessment and inventory developed **Baseline** (2015): No assessment or inventory **Target** (2021): Assessment and inventory developed and approved by Government **Means of verification:** National Inventory Report	Ministry for Sustainable Development and Tourism, Centre for Eco Toxicological Research, electricity company, aluminium plant, Environmental Protection Agency, business sector, academia	
Indicator 4: Number of specific disaster risk reduction (DRR) action plans developed, tested and operationalized with involvement of all actors and beneficiaries for specific sector and institutions, for localities and sites reflecting the effects of disasters on women, children and particular vulnerable groups **Baseline (2015):** 0 **Target (2021):** 4	Desk review, Ministry of Interior	**Output 2.4.1:** Capacities for resilience to disasters increased **Indicator 2.4.1:** Number of management plans with DRR principles adopted and integrated into budgets, policies and plans **Baseline** (2015): 0 **Target** (2021): 3 **Indicator 2.4.2:** Municipal level DRR connectivity model developed and operating **Baseline** (2015): 0 **Target** (2021): 1 **Means of verification:** Ministry of Interior reports	Ministry for Sustainable Development and Tourism, Centre for Eco Toxicological Research, electricity company aluminium Plant, Environmental Protection Agency, business sector, academia	
Indicator 5: Number of newly created ecological networks	National register of protected areas	**Output 2.5:** Improvement of sustainable management and conservation of mountain ecosystems, including their biodiversity	University, NGOs, Man and Biosphere National Committee, line ministries	

[27] The indicator will be disaggregated by sex and age.

Baseline (2015): 0 **Target (2021):** 2		**Indicator 2.5.1**: Number of hectares covered by new management system developed with UNDP support **Baseline** (2015): 0 **Target** (2021): 30,000 ha **Indicator 2.5.2:** Number of business plans for regional parks developed with UNDP support **Baseline** (2015): 0 **Target** (2021): 2 **Means of verification**: National register of protected areas	and local governments, communities	
NATIONAL PRIORITY OR GOAL: Related to SDGs 1, 5, 10 and 16				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP: 3. By 2021 population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work promotion.				
RELATED STRATEGIC PLAN OUTCOME (Strategic Plan 2014-2017): Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for poor and excluded people, and Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment.				
2. Number of cases of domestic violence against women and violence against children registered (as a measure of the responsiveness of the system) **Baseline 1 (2014):** 310 cases of child victims registered by Centres for Social Welfare **Target 1 (2021):** 500 cases of child victims registered by Centres for Social Welfare **Baseline 2 (2014):** 1,347 cases of domestic violence against women registered by the police **Target 2 (2021):** 1,720 cases of domestic violence against women registered by the police **5. Number of people accessing standardized family and community services and cash transfers** **Baseline (services) (2015);** 900; under age 18, 520; over 18, 480; male, 390; female, 510	EU progress reports, government reports Ministry of Labour and Social Welfare repots MONSTAT reports	**Output 3.1:** Improved capacities of the Ministry of Labour and Social Welfare (MLSW) for evidence-based planning and targeting with services and cash benefits to reduce inequalities and exclusion **Indicator 3.1.1**: Level of integrated gender-responsive case management system implemented with UNDP support **Baseline** (2015): 3 (integrated case management partially applied) **Target** (2021): 4 (case management system with referrals fully implemented) **Indicator 3.1.2**: Reduced exclusion error and improved targeting of social protection beneficiaries **Baseline** (2015): 35,000 vulnerable cases benefiting from 4 major cash benefits **Target** (2020): Number of beneficiaries accessing social assistance programmes increased by 5% **Means of verification:** MLSW reports **Output 3.2.** Vulnerable populations (elderly, women, Roma) benefiting from new standardized local level social services **Indicator 3.2.1:** Number of people served **Baseline (2015):** 900 **Target (2020):** 2,100; male, 850, female, 1,250 **Means of verification:** MLSW reports **Output 3.3:** Improved social and institutional responsiveness to promotion, protection and enforcement of anti-	Prime Minister's Cabinet, Ministries of Human Rights and Minorities, Labour and Social Welfare, Information Society and Telecommunications; social care centres, employment agencies, MONSTAT, local authorities, political parties, academia, civil society groups, NGOs, think tanks, private sector, ombudsman and other human rights institutions	**Regular:** **244,000** **Other:** **5,756,000**

Target (services) (2012): 2,000; under age 18, 650; over 18, 1,350; male, 850; female, 1,250 **Baseline (de-institutionalization) (2014):** 132; age 0-3, 8; 3+, 124; boys, 74; girls, 58; children with no disability, 73; children with disability, 59 **Target (de-institutionalization) (2021):** 95; age 0-3, 0; 3+, 95; boys, 50; girls, 45; children with no disability, 60; children with disability, 35 **Baseline (transfer accuracy targeting) (2012):** 86% **Target (transfer accuracy targeting) (2021):** 90%		discrimination and gender equality policies for equal opportunities of women **Indicator 3.3.1:** Per cent of fulfilment of the National Action Plan for Gender Equality targeted goals in segments of women's empowerment in economy, decision-making and protection of victims of violence **Baseline (2015):** 0% **Target (2021):** At least 80% planned measures fulfilled with UNDP support **Indicator 3.3.2**: Per cent of seats in National Parliament occupied by women who were trained by UNDP **Baseline (2016)**: 17% **Target (2018)**: At least 30% **Means of verification:** Official Gazette		
NATIONAL PRIORITY OR GOAL: Related to SDGs 8, 9, 16				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP: 4. By 2021, people of Montenegro benefit from an enabling institutional and regulatory framework for sustainable and inclusive economic growth based on innovation, entrepreneurship and competitiveness				
RELATED STRATEGIC PLAN OUTCOME (Strategic Plan 2014-2017): Outcome 1: Growth and development are inclusive and sustai...ble, incorporating productive capacities that create employment and livelihoods for poor and excluded people.				
1 Human Development Index and its derivatives **(a) Human Development index** **Baseline (2014):** Value, 0.802, rank, 49/187, very high human development **Target (2021):** Maintain the rank of very high human development **(b) Inequality-adjusted Human Development Index** **Baseline (2014):** Value, 0.728 (loss of 9.2% of HDI); average loss due to inequality for very high HDI countries is 12.1% **Target (2021):** Loss due to inequality kept below average loss for the very high HDI countries **(b) Gender Inequality Index** **Baseline (2014):** Value, 0.171; rank, 37/155	Human Development Report World bank Doing Business Report	**Output 4.1:** National policies foster good business environment and sustainable private sector growth **Indicator 4.1.1:** Number of UNDP recommendations on fostering good business environment and private sector growth applied by the Government **Baseline (2015):** 0 **Target (2020):** 25 **Means of verification:** Annual UNDP project reports **Indicator 4.1.2:** Extent of private sector's satisfaction with the business enabling environment **Baseline (2015):** 3 **Target (2020):** 4 **Means of verification:** Chamber of Commerce report **Output 4.2:** National institutions have improved capacities to develop, implement and monitor policies and measures that help to generate jobs **Indicator 4.2.1**: Extent to which policies, systems and/or institutional measures are in place at national and subnational levels to generate and strengthen employment and livelihoods **Baseline (2015):** 3	Prime Minister's Cabinet, Ministries of Economy, Interior, Sustainable Development and Tourism, Finance, Information Society and Telecommunications, local authorities, academia, employers' associations, unions	**Regular:** **234,000** **Other:** **1,943,000**

Target (2021): Value less than 0.171 **2. Global Innovation Index** **Baseline (2014):** 41 out of 141 **Target (2021):** In top 40 of global ranking	World Intellectual Property Organization Johnson Cornell University and INSEAD Business School	**Target (2021)**: 4 **Means of verification:** Annual UNDP project reports **Indicator 4.2.2**: Per cent of new green jobs in total new employment created with UNDP support, disaggregated by sex and region **Baseline (2015):** 0% **Target (2021):** 30% **Means of verification:** Employment agencies' reports **Indicator 4.2.3:** Number of men and women (disaggregated by age) who benefit from UNDP skills training. **Baseline (2015)**: 0 **Target (2021):** To be determined **Means of verification**: Employment agencies' reports **Output 4.3:** Accessibility of public services improved through launch of new e-services for businesses **Indicator 4.3.1:** Number of new e-services for businesses **Baseline (2015)**: 44 **Target (2021):** 10 additional **Means of verification**: Annual Ministry of Information Society report **Output 4.4:** Improved implementation of policies for promoting women's economic empowerment **Indicator 4.4.1**: Per cent of measures of Strategy for Women's Entrepreneurship implemented **Baseline (2016):** 0 **Target (2019)**: 70% **Means of verification**: Government annual reports		
3. Employment rate **Baseline (2015):** Employment rate: 43.2%; male, 48.9%; female, 37.8% South, 50%; central, 49.2%; north, 27.5% Youth (15-24), 18.8% **Target (2021):** Employment rate: 48%; male, 53%; female, 43% South, 53%; central, 52%; north, 35% Youth (15-24), 29% **4. World Bank 'Doing Business' report** **Baseline (2016):** Ranked 46 out of 189 **Target (2021):** Top 20 in global ranking	Labour market survey, Statistical Office Montenegro, World Bank 'Doing Business' report			